25X1 [redacted] Approved For Release 2005/03/24 : CIA-RDP83M00171R000200120001-2

21 August 1978

MEMORANDUM FOR: See Distribution

25X1 FROM: [redacted]
Chairman, Photo Interpreter Resources Study Group
(PIRSG)

SUBJECT: Report of PIRSG

1. The attached draft report of the Photo Interpreter Resources Study Group (PIRSG) is forwarded for your comment. Direct distribution to DoD elements has been approved by the appropriate headquarters.

2. Request comments be forwarded so as to reach [redacted] 25X1
at the Intelligence Community Staff, Room BW09, Community Headquarters Building by 2 October 1978.

3. Replies from Army, Navy, and Air Force addressees should be forwarded through channels. Those addressees marked by an asterisk are requested to forward their responses through DIA/DB-5, ATTN: 25X1

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[redacted]

Attachment:
As Stated

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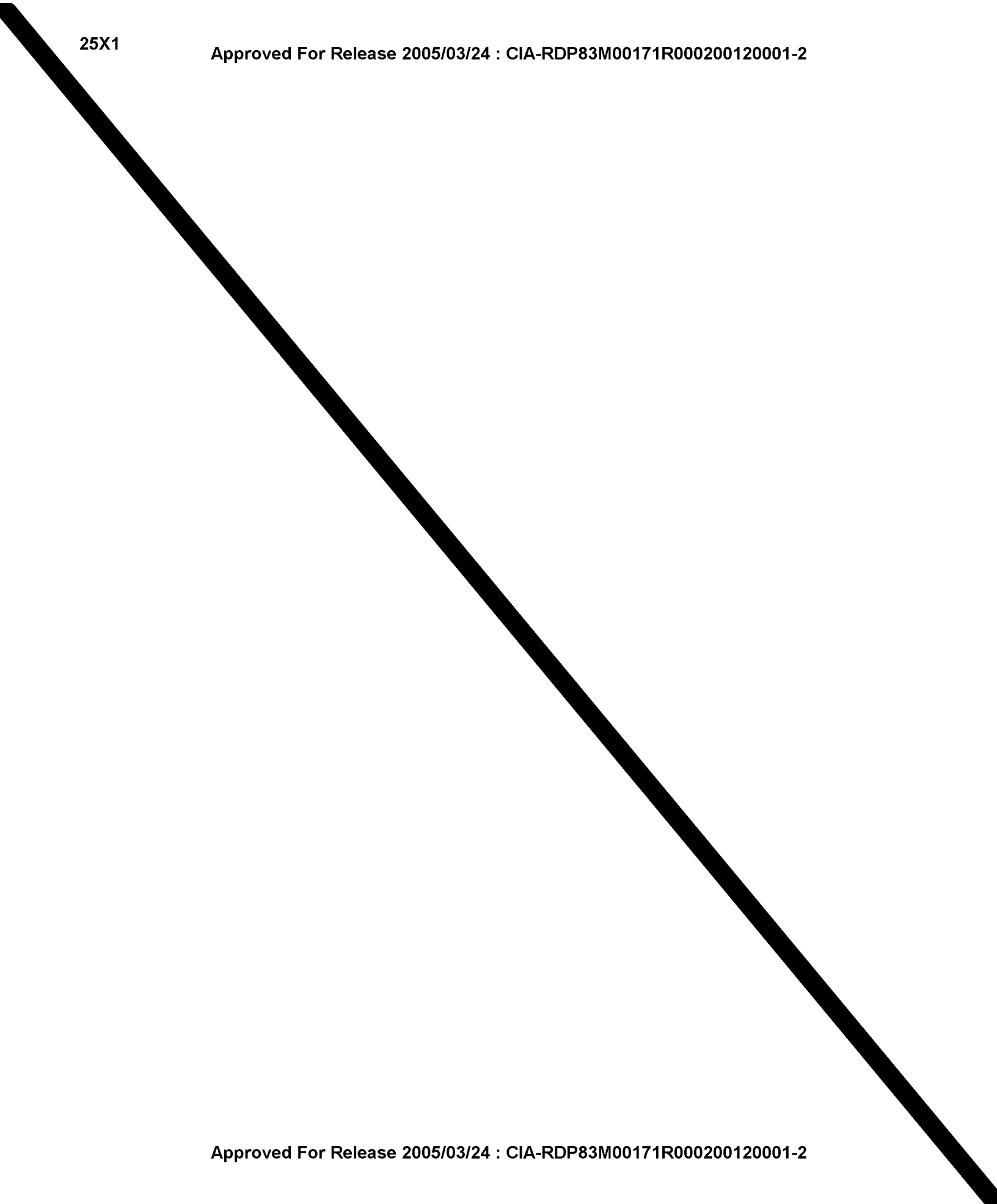

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REPORT OF THE PHOTO INTERPRETER RESOURCES STUDY GROUP

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AUGUST 1978

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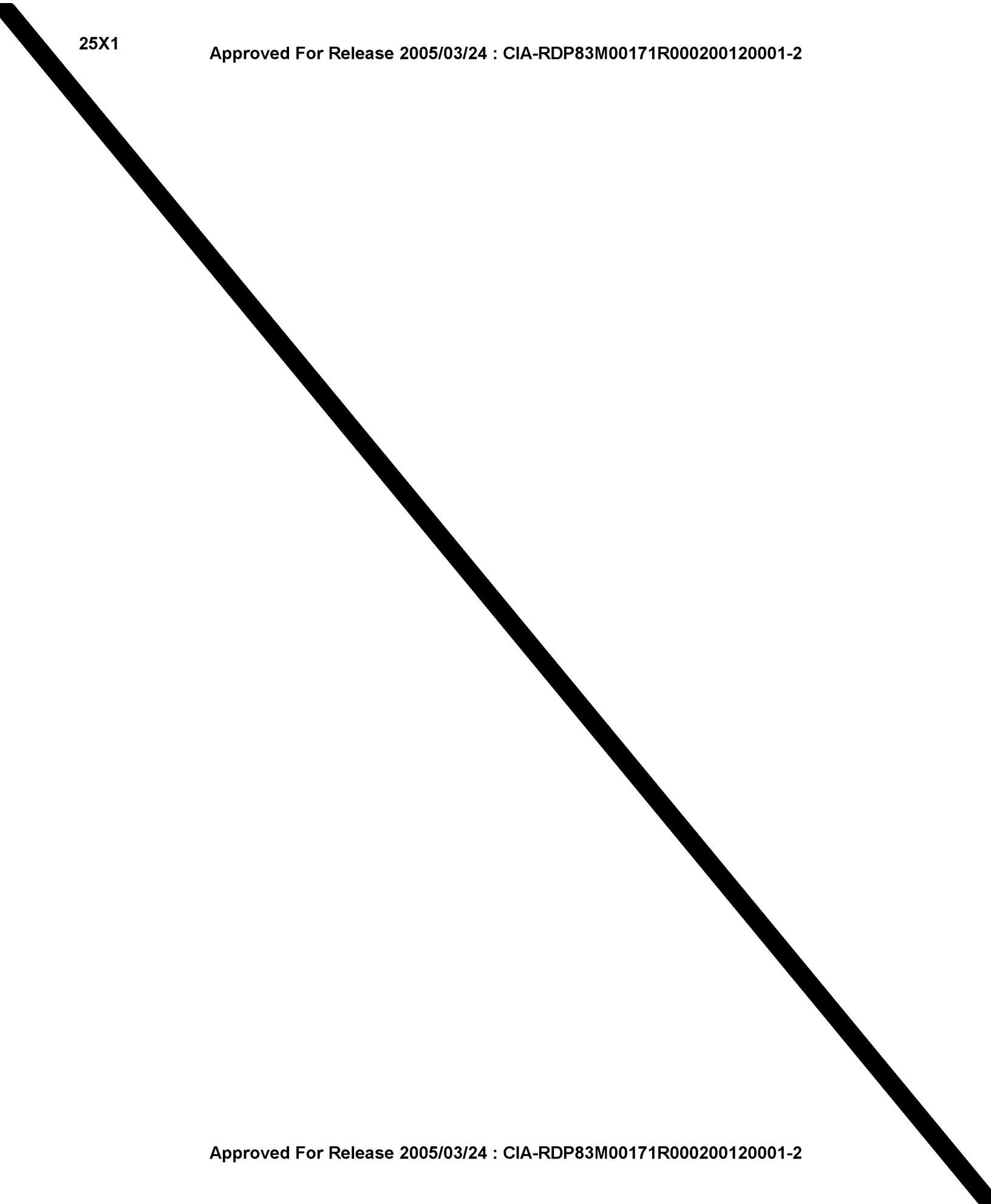

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Membership of the Photo
Interpreter Resources Study Group

Chairman

Intelligence Community Staff — [redacted] 25X1

Members

Intelligence Community Staff	Lt. Col. Jerry F. Williams
Office of the Assistant Secretary of Defense (Communications, Command, Control, and Intelligence)	[redacted] 25X1
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Defense Intelligence Agency	
National Photographic Interpretation Center	Lt. Col. Rufus J. Partain
United States Army	Howard G. Tarrant
United States Navy	Maj. Raymond E. Abel, Jr.
United States Air Force	William J. Suckow
EXSUBCOM	

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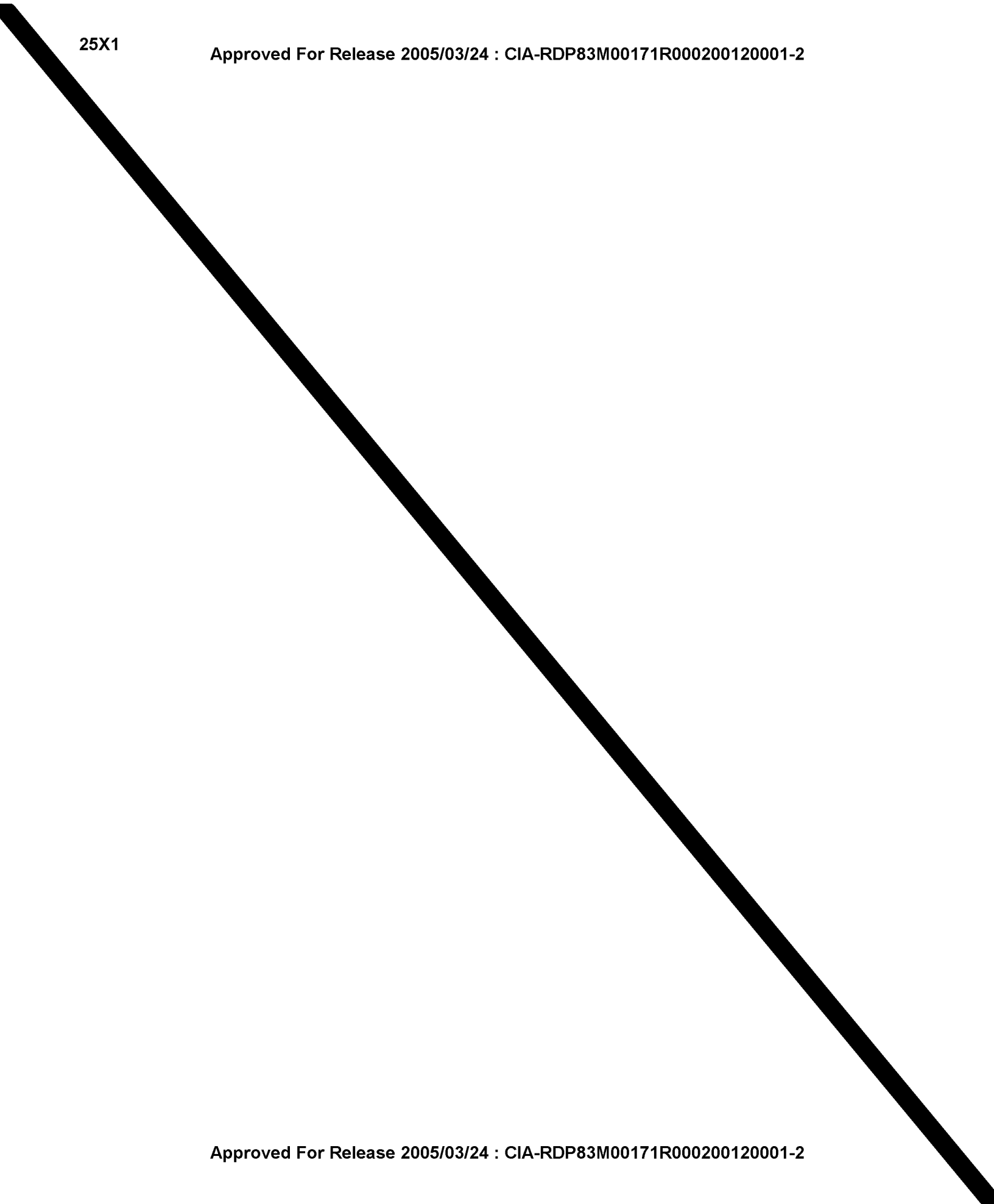

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SECTION I. BACKGROUND AND METHODOLOGY

A. Background

Numerous studies in the past several years have focused on PI* resource requirements, prompted for the most part by the uncertainties [redacted] While the studies have dealt successfully with many issues, the source and level of staffing of the National Photographic Interpretation Center have never been resolved. Because of this, a question about NPIC staffing came before the Policy Review Committee for Intelligence (PRC)(I) in July 1977. At that time, the PRC(I) requested that the Intelligence Community Staff (ICS) study "the problem of photo interpreter (PI) billets from a community perspective." At about the same time, the Director of Central Intelligence (DCI) also was looking into problems related to the PI community. One of his main concerns was how to determine "desirable and affordable overlap." He directed the AD/DCI/IC to " . . . develop an independent task force to do a fundamental review. . ." The request from the PRC(I) and the directions from the DCI resulted in the study described in this report.

The "Terms of Reference" for the Intelligence Community Study of Photo Interpreter Resources are in Appendix 1. The focal points of the study, stated as objectives in the "Terms of Reference" are:

[redacted]

Before the study could be started, several decisions relating to interpretations of the requests of the PRC(I) and the DCI had to be made by the AD/DCI/IC. For instance, the terms "PI community" and "fundamental review" had to be defined. Also, the composition of the "independent task force" had to be determined.

The "PI community" was defined, for this study, as PI billets within the National Foreign Intelligence Program subject to national tasking. Thus, it was decided to examine NPIC, DIA, CIA, FTD, INSCOM/ITAC, NISC, CINCSAC (544th ARTW), CINCEUR (497th RTG), CINCPAC (548th RTG), and

*The term "PI" (photo interpreter) will be used in this study as a general term for consistency. It should be noted that personnel involved in PI efforts also are referred to as imagery analysts, imagery interpreters, photo analysts, etc., depending upon the organization to which they are assigned.

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CINCLANT (FICEURLANT). Some PI effort has been excluded from this examination because it is not subject to national tasking. CIA has billets in the Office of Geographic Research which perform analysis directly from imagery. It was found that some DIA analysts are performing their own analysis from photography rather than submitting requirements to DB-5. The Army has a few PI positions at both FSTC and MIA. The Air Force is in the process of establishing a PI component in [redacted] 25X1
The total number of these billets does not exceed 50. In addition, none of the PI resources considered to be in the tactical forces, and numbering around [redacted] addressed in this study. A "fundamental review" was 25X1
defined as including PI-related requirements and the tasking, organizations, and PI resources needed to respond in the most effective manner.

The composition of the "independent task force" presented an especially difficult choice--whether to call in an outside consultant or to form a team from the PI organizations and staff elements managing PI organizations. It was determined that the nation's PI-related expertise and institutional memory were to be found in the PI organizations. Also, the time and cost to develop the necessary background and understanding in consultants were thought to be excessive. It was decided, then, to have the IC Staff chair the task force and to draw the membership from the PI organizations and staff elements mentioned above. For reasons of economy, DIA was selected to represent the U&S commands. The membership of the task force, referred to hereafter as the Photo Interpreter Resource Study Group (PIRSG), is shown on page i.

B. Methodology

The heart of this study is the "fundamental review of the PI-related requirements and the tasking, organizations, and PI resources needed to respond in the most effective manner." The study group members are well aware of the history of PI activities leading to the collection and exploitation systems, management processes, and organizations that exist at this time. They also recognize that the dynamics of the intelligence world--as illustrated by the introduction of the [redacted] 25X1
25X1 [redacted] call for a re-examination of the total imagery process.

It was decided that the most productive approach to begin the study would be to establish a reference point from which extrapolations of resource requirements could be made. 1 October 1977, the first day of FY-78, was selected as the reference point because all of the imagery collection systems likely to exist in the FY-77-82 time period of this report had been operational for some time by that date. While more operational history from the [redacted] would be desirable, the system 25X1
has been productive long enough to provide useful data.

Application of the classical intelligence cycle appeared to be a good approach to examine the current situation. This examination looks at the requirements levied by the various intelligence users; the tasking process used to address the requirements; the collection, analysis, and production of intelligence responding to the tasking; the dissemination process; and, finally, the evaluation/refinement of the requirements.

The study team decided to use two means of gathering data. First, a rather extensive data call was issued on 1 November 1977 to obtain data reflecting the official position of the organizations addressed. Copies of the data call and supplemental data calls are in Appendix 1. Second, a series of on-site interviews of users of imagery products was conducted to obtain information on a more informal basis. A copy of the format for user interviews is in Appendix 2. The results of the data call and the interviews are discussed in Sections II and III respectively.

These two approaches provided information including but not limited to:

.Identification of users.

.Descriptions of requirements.

.Means of establishing requirements.

.Attitudes toward the requirements system.

.Status of the current official tasking system described in the National Tasking Plan as compared to the "real-world" situation.

.Composition of the production organizations responsible for response to tasking.

.Methods for responding to both national and departmental tasking.

.Systems used to distribute the intelligence produced.

.Means of evaluating the effectiveness or utility of imagery products, regardless of their form, by users.

Finally, the PIRSG members integrated the information from the data call and interviews with their personal experience and the results of previous studies. The results of these efforts are presented as

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findings, recommendations, and observations in Section IV.

A considerable volume of raw data was obtained from the data calls and interviews. This data will be stored by the Chairman, EXSUBCOM, and retained for two years from the date of publication of this report.

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